

Affirmative Action/Diversity Plan

State Fiscal Year 2009



Iowa Department of Inspections and Appeals
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STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Iowa Department of Inspections and Appeals

This document is to report the Department of Inspections and Appeals' FY2008 Affirmative Action/Diversity activities and accomplishments and report the Department's intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

I. Hiring and Promotion Practices

The Department of Inspections and Appeals submitted a baseline of our current hiring and promotional practices to Department of Administrative Services in February 2008. At this time, there are no changes in that submission.

II. Recruitment and Retention Plan

Recruitment Plan

The purpose of the department's recruitment plan is to position the department and state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment plan are:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategies

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

It is important for the Department to create a flexible, responsive and diverse work environment that promotes job satisfaction, process improvement, public accountability, team building, skill development and work force tenure.

Creating a diverse workforce that encourages new and retained employees to express and experience new ideas, thoughts and views will help to build job satisfaction, enhance operational efficiencies and reduce employee turnover.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 - Continue recruitment through use of referrals, websites, newsprint, job fairs, and diversity events.

FY 2009 – Continue FY 2008 efforts, with periodic review and modifications as needed.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 - All supervisors are responsible for interviewing and recommending hires to the Director and Deputy Director. The Director or Deputy Director makes the final hiring decision. The Human Resources Manager is responsible for advertising, job fair recruitment, and running criminal and abuse background checks.

FY 2009 - Same as FY 2008, with period review and modifications as needed.

The name and contact information of a primary recruitment contact for usage by DAS is:

Betty Tschetter
Human Resources Manager
PH: 515-281-3659
Fax: 515-242-6863
Email: betty.tschetter@dia.iowa.gov

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

Vacancies vary year by year, but an estimate for FY 2009 is 35 hires.

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

Secretary 1, legal selective
Secretary 2, legal selective
Health Facilities Surveyor

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

Health Facilities Surveyor

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

Secretary 1 and 2, legal selective – it's difficult to find legal secretaries who are willing to accept entry level salary and are willing to work with the clientele assigned to Public Defenders. In addition, Public Defender offices are located in various cities across the state which makes recruitment with a legal selective difficult.

Health Facilities Surveyor – Required travel (often 4 nights a week/52 weeks a year) makes recruitment difficult. In addition, our salary is not competitive for seasoned nurses.

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

All positions within DIA are underutilized for persons with disabilities.

List the barriers that have been identified in recruitment of the protected classes:

Due to the travel and/or physical requirements of the majority of the positions within DIA, it is difficult to recruit and retain persons with disabilities.

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

Continue to distribute vacancy announcements through the Department of Human Rights and other organizations with known distribution lists for protected classes.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

Diversity Conference
Job Fairs
Iowa Silver Economy Leadership Summit
Juneteenth Celebration
Diversity PDS Courses

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

Diversity Conference
Job Fairs
EEOC Seminar
Others as appropriate

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	Newspaper Websites	\$50	Newspaper Websites	\$50
Resume Search Products	N/A	N/A	N/A	N/A
Standard News Print	Various Newspapers	\$10,000	Various Newspapers	\$8,000
Specialty Trade Journals	N/A	N/A	N/A	N/A
Radio	N/A	N/A	N/A	N/A
TV	N/A	N/A	N/A	N/A
Open House	N/A	N/A	N/A	N/A
Search Firms	N/A	N/A	N/A	N/A
Temporary Staffing	Adecco HireQuality Solutions	Varies	Adecco Hire Quality Solutions	Varies

Other (please list):

Word of Mouth; Job Fairs; Professional Conferences

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

Newspaper Ads, Word of Mouth

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

N/A

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

DIA has used mostly legal interns through the Drake legal clinic. We have utilized interns from the state universities and private colleges in the past and are open to these opportunities. When we are in need of an intern, we either contact Drake legal clinic, the universities/colleges or Department of Administrative Services with the intern description. On occasion, staff or current interns refer others to our Department. We go through an interview process prior to hiring or accepting an intern. The Department has both paid and unpaid interns.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

Temporary employment services are utilized for temporary fill ins when an employee has left or is on an extended leave of absence. If an applicant is qualified and applies for the position, they may be hired. Temporary agencies are advised whether the position will be filled and whether the temp would be eligible to apply. However, no formal recruiting through temporary agencies is done.

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

Applicants are advised of the application process and status of job openings based on their interest or skill level. If the applicant has skills we are currently recruiting for, the resume is forwarded to the hiring supervisor for review. Applicants may be provided with contacts at other agencies, but at this time there is no formalized method of referral.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

Vacancies were announced through the DAS website and diversity contacts (Department of Human Rights and others with known distribution lists). This resulted in additional names on our certification lists. We will continue to look for ways to promote vacancies in FY 2009.

For FY 2009, provide a timetable for those activities you plan to implement:

Activities will be ongoing throughout the year.

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention plan are:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

• Turnover

From a retention perspective, the following job classes present the greatest challenge:

Health Facilities Surveyors

List the issues you have identified that contribute to the turnover in these classes:

Travel, hours, and entry level salary is too low for seasoned nurses.

Check the methods you use to identify turnover factors (check all that apply):

☒ Exit interviews

Describe how these are conducted:

The employee completes the exit interview form and discusses it with the division administrator/attached unit head or their designee. The form is then submitted to the Human Resources Manager, Deputy Director, and Director for review. Changes are made, if warranted, based on the exit interviews. Suggestions for improvement are considered.

☐ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

N/A

☒ Management team meetings/exercises

Describe how these are conducted:

Staff meetings provide an opportunity to identify and address employee concerns. Some staff meetings include team building activities, as well as, informational sessions. Performance reviews also provide an opportunity for one-on-one discussions and to gain insight into any potential issues.

☐ **Other methods (please describe):**

N/A

• Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

Supervision skills due to lack of employee depth and available entry level supervisory positions. These factors limit cross training and mentoring for future promotions. Most new supervisors, promoted from within the department, have shown leadership in their previous positions, but supervisory skills come from on-the-job mentoring from long-time supervisors and the Human Resources Manager.

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

Each vacancy is reviewed individually, and if it is felt that there are enough qualified internal applicants that may apply, it is posted internally.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc.:

Most vacancies require special certification, such as attorney or nurse. Several offices are located throughout the state or employees are home based. Most of these offices have limited number of staff which makes promotion difficult. The majority of the vacancies require overnight travel which deters some applicants. Well-qualified staff currently home-based are reluctant to pursue promotional opportunities in Des Moines due to the impact on family. Our turnover level for non-technical positions is very low, which limits promotional opportunities for clerical and administrative assistant staff.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

Single parents (male or female) find it difficult to accept a position with frequent overnight travel. Agility requirements for inspectors, investigators, and surveyors may make it difficult for persons with disabilities to apply. Special certifications may limit applications by minorities.

• Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

Management has an “approachable” and “open door” attitude. Supervisors are always willing to meet and listen to employee concerns or suggestions. Staff meetings and training also provide an opportunity for additional informal interactions, which often result in employees sharing concerns and management being able to address the concerns. Management communicates regularly with staff through e-mail updates and requests for input on specific topics or issues.

Identify what topics you address:

- ☒ Understanding of the organization's vision and mission
- ☒ Managerial approachability and style
- ☒ Job satisfaction
- ☐ Cultural inclusion
- ☒ Flow of and access to information
- ☒ Career progression awareness
- ☒ Work/life balance
- ☐ Other

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

- ☒ Good ☐ Needing Improvement ☐ Unknown

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

Email communication is sent to keep employees updated on vacancy announcements, press releases, building work, policy updates, etc. In addition, each division administrator/attached unit head provides email updates on specifics to their area. Each employee is provided with an employee handbook, and the employee handbook, emergency evacuation procedures, etc. are also located in an email folder. Employees are encouraged to talk to their supervisor or the Human Resources Manager regarding any concerns they may have.

Describe any changes you plan to make around employee engagement in FY 2009:

Continue to communicate as we have been in FY 2008 and consider ways to enhance communication.

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

- ☐ Orientation and On-boarding:

N/A

- ☒ Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:

Ongoing training will be provided as time and resources allow. Education reimbursement, as appropriate, will be continued. These opportunities will allow

employees to gain the additional knowledge necessary to qualify for promotional positions and provide the incentive to stay within the Department.

☐ *Workplace accessibility (visual, physical):*

N/A

☒ *Mentoring:*

Additional mentoring and cross training will be implemented. This will expand the skills and knowledge base of employees, providing them a greater opportunity for promotional positions. This could also result in an incentive to stay within the Department.

☐ *Awards and Recognition:*

N/A

III. Diversity Training

For FY 2008, The Human Resources Manager and Targeted Small Business Certification Administrator attended several diversity training sessions. No general employee training was provided.

For FY 2009, in addition to the mandatory diversity training, the Human Resources Manager and the Targeted Small Business Certification Administrator will attend several diversity training events. All employees will attend mandatory diversity training. Supervisors will consider including diversity activities in staff meetings.

IV. Workforce Composition and Hiring Opportunities

We will continue to review the information provided by the Department of Administrative Services related to workforce composition, average turnover, and under utilization by job class. This information will be used to set goals for FY 2009.

V. Efforts of the Agency to Encourage and Celebrate Diversity

The following reports our FY 2008 diversity activities and is our plan for FY 2009 to encourage and celebrate diversity.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

A diverse workforce provides different ideas and perspectives, improves communication with our clients, improves our ability to serve a broader customer base, and makes the department more approachable for people of all backgrounds.

Describe how your managers and supervisors will be involved in diversity.

In addition to training, each manager and supervisor will be periodically reminded of the department's diversity efforts and the benefits. As appropriate, articles on diversity will be emailed and information from seminars and events will be shared.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

Diversity activities, as described at the Department Directors' training, will be implemented in FY 2009. Employees will be asked for suggestions, and those suggestions will be implemented as appropriate.